General Faculty Meeting

President Dennis Assanis
May 6, 2024
Celebrating the Class of 2024

6,233 graduates

- Associate in Arts — 222
- Bachelor’s — 4,287
- Honors Bachelor’s — 417
- Master’s — 1,239
- Doctoral — 400
- Grad Certificates — 85
- Undergrad Certificates — 57
Honoring excellence at Commencement

Donald Sparks
- Founding Director, Delaware Environmental Institute
- Honorary Doctor of Science

Tamika Montgomery-Reeves
- Circuit Judge, U.S. Court of Appeals
- Former Assoc. Justice, Del. Supreme Court
- Honorary Doctor of Laws

KR Sridhar
- CEO, Bloom Energy
- Honorary Doctor of Science

Joe Flacco
- Guest Speaker
- UD Class of 2008
- NFL Quarterback
- Superbowl MVP
- Honorary Doctor of Humane Letters

Commencement — 9:30 a.m., May 25, Delaware Stadium

*Note: Honorary degree nominees pending Board of Trustee approval May 14, 2024.*
Recognizing the top students of the Class of 2024

Alexander J. Taylor, Sr. Award
Emilie Delaye
• Entrepreneurship, minor in Fashion Management

Emalea Pusey Warner Award
Allie Rebuck
• Management Information Systems and Business Analytics (Honors)
Goldwater and Boren Scholarships, Truman finalist

**Goldwater Scholar**
- Sudha Anilkumar, ’25
  - Biomedical engineering
  - Honors College
  - Delaware resident
  - Pursuing her passion for immuno-engineering

**Truman Finalist**
- Evyn Appel, ’25
  - Sustainable Food Systems
  - Honors College
  - Community Engagement Scholar
  - Distinguished Scholar
  - Delaware resident

**Boren Scholar**
- Ben Dobbs, ’25
  - Spanish, Latin American and Iberian Studies
  - Economics
  - World Scholar
  - Also received Fulbright, declined for Boren
Gilman and Fulbright scholarships

Gilman Scholars

Brooklyn Tyndall, shadowed physicians in Athens, Greece.

Owen Bubczyk, studied kinesiology and applied physiology in New Zealand.

Shanmarie Salmon, is completing student teaching in elementary education in Seville, Spain.

Fulbright Scholars — Top Producer (11 in 2023-24, 2 more in 2024-25)

Hailey Kremenek, ’24
Research - University of Glasgow

Meliha Tokay, ’24
Study in Mozambique
NSF Graduate Research Fellowships

Kristin Spangler Chisholm  
Ed. Stats & Research Methods

Shar Hayes Daniels  
Physics

Dana Kullgren  
Physics

Erin Mulhearn  
Chemistry & Biochemistry

Gavin Mullin  
Psychological & Brain Sciences

Miyu Mudalamane  
Chemical Engineering

Qui Zhang  
Chemical Engineering

Continuing their studies at other institutions:

- Shalom Fadullon, Chemical Engineering
- Samuel Freer, Biomedical Engineering
- Allison George, Neuroscience
- Rebecca Robertson, Insect and Wildlife Ecology and Conservation
- Dana Wilkins, Biomedical Engineering
Student-athletes represent UD excellence

Women’s Tennis earns top seed in CAA Championship for first time ever

Men’s Lacrosse moves on to play for CAA Championship title

Cheer Team wins sixth-straight national title

Dance Team wins third-in-a-row national title

20 consecutive semesters student-athletes post average 3.0 GPA or better (3.27 fall 2023)

Women’s Golf team wins CAA Championship – 3rd time in program history

Lilia Henkel won the CAA individual title – the second Blue Hen to take the honor in program history.

302 Tour - June 6-8
Second annual statewide tour to promote
• Student-athlete education
• Community engagement
• Business partnerships
Student advisors work toward UD-wide goals

President’s Student Advisory Council

- 13 undergrads, 4 graduate students — Including the presidents of SGA and GSG
- Provide insights and feedback on important student-centered topics
- Develop workable recommendations to address students’ concerns
- Deep dives into civil discourse and artificial intelligence
- Now building the Council for 2024-25
Protecting free expression, preserving safety

- **Upholding Our Principles:** UD strongly protects freedom of expression and peaceful assembly without fear of shame or retribution.

- **Advancing Our Purpose:** We will continually support and fortify continuity of our academic mission while protecting everyone’s safety.

- **Staying True to Our Values:** With civility and respect, our UD community welcomes and values different backgrounds, perspectives and learning experiences — advocating for every individual’s voice to be heard.

- **Engaging Our Students:** Ongoing meetings with student leaders and diverse interest groups to build understanding and continue productive dialogue.
2024 UD Alumni Awards – to be presented May 31

Alumni Hall of Fame

Terrell Ward Bynum, ’63
BA/BS philosophy and chemistry

Courtney Smith Goodrich, ’93
BS management; MA public administration

Hon. Collins J. Seitz, Jr., ’80
BA political science

Outstanding Alumni

Raymond Jacobsen, Jr., ’71
BA political science

Linda Justice Myrick, ’77
BS chemical engineering
## Impressive accomplishments in every college

<table>
<thead>
<tr>
<th>CANR</th>
<th>CAS</th>
<th>Lerner</th>
<th>CEOE</th>
<th>CEHD</th>
</tr>
</thead>
<tbody>
<tr>
<td>UD veterinary school applicants admitted at 89% - twice the national average</td>
<td>Introduction of math placement exam for first-year students reduces DFWL rate by 57%</td>
<td>Diversity Council earns Inspiring Programs in Business Award</td>
<td>Cristina Archer launched Delaware’s first offshore wind training program</td>
<td>USNWR ranked CEHD graduate education programs in top 13% in U.S.</td>
</tr>
<tr>
<td>COE</td>
<td>CHS</td>
<td>Biden</td>
<td>Honors</td>
<td>Graduate</td>
</tr>
<tr>
<td>UD hosts National Academy of Engineers Clean Hydrogen Symposium</td>
<td>FY23 research expenditures were $19.6M; 44% increase in active awards</td>
<td>Nina David &amp; Jeremy Firestone win grants to look at impacts of wind development</td>
<td>11 students selected for 23-24 Fulbright awards; UD was named a Top Producer</td>
<td>U.S. News &amp; World Report ranks 11 UD grad programs among best in country</td>
</tr>
</tbody>
</table>
11 UD Graduate Programs ranked in 2025 U.S. News and World Report

- Physical Therapy - 2
- Non-profit Management - 16 (up from 23)
- Public Management and Leadership - 18 (up from 23)
- Public Finance and Budgeting - 21
- Speech-Language Pathology - 32
- Education Schools - 34
- Public Affairs Schools - 34
- Computer Science - 70 (up from 77)
- Nursing: Master’s - 79 (up from 82)
- Nursing: Doctor of Nursing Practice - 110
- Part-Time MBA - 150

This list only includes subject areas evaluated in this year’s edition published to date. U.S. News and World Report has delayed the announcement of two programs that were slated to be included in the rankings: Best Engineering Schools and Programs, and Best Clinical Psychology Programs.
UD ranks among the best schools in the country

**Sustainability**
#33 in the U.S. and #240 globally of 1400 institutions (jump of nearly 200 places from 2023)
– QS World University Rankings

**Fulbright Awards**
UD recognized as one of State Department’s Fulbright Top Producing Institutions in 2023

**R&D Activities**
#47, in the top 8% nationally, for non-medical R&D out of 626 institutions by the NSF
*Higher Education Research and Development Survey*

**Undergraduate Entrepreneurship Program**
#31 national ranking, #3 in Mid-Atlantic region by *The Princeton Review*, 2024
2023-24 Faculty Achievements

**Fulbright Recipients**

- Saleem Ali, geography & spatial sciences
- Jonathan Cohen, marine science and policy
- Stephanie Raible, social innovation & entrepreneurship
- Sonia Robles, Latin American studies
- Abhyudai Singh, electrical, computer & biomedical engineering
- Jovan Tatar, civil & environmental engineering
- Rachel Vause, art history

**National Academy of Inventors**

- Joseph Fox, chemistry, biochemistry

**AAUP Award**

- Deni Galileo, neurobiology

**AAAS Fellows**

- Rodrigo Vargas, ecosystem ecology, environmental change
- Deborah Allen, (ret.) biological sciences
Recognizing the Alison Professor and Mangone Young Scholars

**Alison Professor**

Bill Matthaeus  
Dept. of Physics & Astronomy

**Mangone Scholars**

Kyle Davis  
Dept. of Geography & Spatial Sciences

Kenneth Shores  
School of Education
Research shows breadth and depth of scholars

Tingyi Gu – materials to create reliable, less energy-intensive forms of computer memory

Jackie Silverman – studying the psychology behind “streaks” and their effect on business

Bennett Maruca – CubeSat research satellites for 2026 NASA launch

Michele Lobo – designing and testing tool to detect developmental delays in babies

Xiao Fang and Ming Zhao – studying bias in AI chatbots

Roderick Carey – study on how Black and Latinx boys view their future after high school
Honoring distinguished visitors to campus

Dr. Nicki Fox
Associate Administrator, NASA Science Mission Directorate

Dr. Anthony Fauci
Former Chief Medical Advisor to President Biden
Welcoming talented musical artists to campus

Justin Austin, baritone (left), and Howard Watkins, pianist (right) performed a concert featuring music by composers of color, in celebration of Black History Month.
Co-sponsored by UD and The Federal Reserve Bank of Philadelphia

Keynote speaker – **Manju Puri**, (pictured left) finance professor at Duke’s Fuqua School of Business

Topics included cryptocurrency, nonfungible tokens, AI in fintech, and small business lending.
National Academy of Engineering (NAE) – Dinner and Regional Meeting

- Regional Meeting and Symposium held on STAR Campus
- Symposium focus - Clean Hydrogen for Energy
- 180 attendees gathered at the FinTech Hub
Building X set to open this fall

“Science collider” for interdisciplinary research and teaching in crucial health care fields:
- Human disease
- Developmental disorders
- Neuroscience
- Human behavior

Educate more than 1,000 students a year for high-demand careers in health care

Construction Cost $184M
- ARRA federal funds via state $41M
- Deferred maintenance $49M
- 2018 Bonds $49M
- UD funds and philanthropy $45M
Building the bioeconomy for Delaware & the U.S.

Securing American Biomanufacturing Research & Education (SABRE) Center — Funding for building construction and equipment furbishing, all from external sources.
Welcome New Leadership

Brian Farkas
Dean, College of Agriculture & Natural Resources

Miguel Garcia-Diaz
Vice President, Research, Scholarship and Innovation

**Dean searches continue – College of Engineering and College of Arts and Sciences**
Penn State Cuts Over $100M From Budget to Address Financial Challenges

The University Park colleges, administrative and student support, and Commonwealth campuses all face cuts in this fiscal year 2026 budget to compensate for financial difficulty and to create a roadmap for long-term university sustainability.

3 More Major Universities Reveal Plans For Budget Cuts

Markets
Distress Soars at Small US Colleges as Enrollment Declines

- Schools have broken covenants, struck deals with bondholders
- Fitch sees consolidation persisting 'in 2024 and beyond'

A primer on Temple's operating budget

As enrollment challenges continue to impact universities and colleges across the Northeast, Temple University is working to ensure that the university remains on a sustainable path moving forward.

More Colleges, Universities Announce Budget Cuts Amid Financial Woes

A Look Back at College Closures and Mergers

More than a dozen colleges announced closures this year. Most struggled with enrollment issues that only accelerated after the coronavirus pandemic.
UD has stable enrollment and strong demand

Undergraduate enrollment
(Fall, Full- & Part-Time, Newark Campus)

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>17,669</td>
</tr>
<tr>
<td>2017</td>
<td>18,144</td>
</tr>
<tr>
<td>2018</td>
<td>18,221</td>
</tr>
<tr>
<td>2019</td>
<td>18,135</td>
</tr>
<tr>
<td>2020</td>
<td>17,710</td>
</tr>
<tr>
<td>2021</td>
<td>17,968</td>
</tr>
<tr>
<td>2022</td>
<td>18,066</td>
</tr>
<tr>
<td>2023</td>
<td>18,159</td>
</tr>
</tbody>
</table>

39,600+
Undergraduate applications for Fall 2024, a record and a 50% increase since Fall 2016
Financial aid pressures continue to grow

Tuition and financial aid growth

- Since FY17, total tuition and fees have increased by $104M.
- During that same time, financial aid has increased by $68M.

35% Public  59% Private

National average tuition & fees discount for first-year students

(NOTE: Figures available at udel.edu/about/facts-figures/financial-profile/)

*Projected
Operating expenses growing faster than revenue

Operating revenue and expenses are not keeping pace in the wake of the pandemic.

- Total operating revenue has increased by $240M or 24% since FY17.
- Whereas total operating expenses have increased by $345M or 38% since FY17.

(NOTE: Figures available at udel.edu/about/facts-figures/financial-profile/
Multiple external financial pressures converge

- High cost of goods and services
- Salaries higher than expected
- Student financial need increasing
- Health insurance premiums up

Net impact: -$20M to -$40M operating deficit, FY24
Working together to chart our path forward
Thoughtful action, perseverance, unity will ensure a bright future for UD

- Sustain the excellence of our top-ranked education, world-renowned research, dedicated service, and unparalleled campus experiences that define UD
- Actively manage and evolve fiscal policy to respond to budget challenges and uncertainties, while developing proactive strategies for long-term financial health
- Maintain measures and guidelines to provide some budget relief this academic year, but more so to enable us to address recurring pressures
- Forge our path forward requires perseverance and unity
Listening sessions help establish collaborative ideas and shared priorities

- Continuing high-quality student support
- Harnessing people to be part of the solutions
- Continuing support & commitment to research mission
- Recognizing impact on smaller units
- Eliminating hurdles & improving efficiency
- Ensuring support for junior faculty
- Reaffirming the value of a liberal education, incl. arts & humanities
- Balancing resources & workload
- Optimizing campus spaces
- Exploring alternatives to state health insurance
- Fostering career advancement for faculty & staff
- Maintaining the quality & breadth of course offerings
- Allocating budgets to the dept. level
- Expanding revenue generation
Measures and Guidelines for FY25

- **Faculty searches will continue, but at a reduced pace.** Priority for searches paused during the current academic year. Maintaining the quality and breadth of UD’s course offerings remains a very high priority.

- **Critical staff hiring will continue** for safety, compliance, academic support, revenue generation, or enabling structural realignments

- **Deferral of large capital projects**
  - Unless more than 2/3 underway, resulting from emergencies or funded solely by external sources

- **Transparency of budget to unit levels** to empower decision and discretion at the local level, enabling trade-offs to be made with least disruption to mission.

- **Exploration of health insurance plan options** for UD employees and retirees, rather than continuing with the state of Delaware plan
  - UD-AAUP Benefits and Cost Containment Committee
Undergrad applications remain strong, diverse

Undergraduate Applications by Residency

Non-White Undergraduate Applications*

*Figures for American Indian or Alaskan Native and Native Hawaiian or Other Pacific Islander are present but too small to be visible.
UD and others contend with flawed FAFSA rollout

**Typical sequence**
- FAFSA opens
- FAFSA data sent to UD
- Aid packages sent to students
- May 1 deposit deadline

**But still on track**
Deposits compared to last year, two weeks from deadline:
- April 15, 2023 — 2,623
- May 1, 2024 — 2,743
  - Difference of ~100 due to increase in target this year — 4,300 instead of 4,200
- As of May 6, 2024 — 3,091

**Delays and errors this year**
- FAFSA opens
- FAFSA data sent to UD; significant errors identified
- Aid packages sent to students
- Deposit deadline extended to May 15
Graduate apps & yield show growing interest in UD

Applications*
- Master's
- Doctoral

Yield (Acceptances/Offeres)
- Master's
- Doctoral

Since 2023:
Master’s up 4 percentage points
Doctoral up 6 percentage points

(All data as of April 30)  *Increase in 2023 due to inadvertent release of application fee waiver code.
Staff/faculty ratio is lean compared to peers

Since FY19, full-time FTE has increased by 7% with the largest increases strategically made to support research, which is funded primarily on sponsored funds.

The percentage of full-time FTE funded by basic budget has remained consistent at 66%, with 34% being funded with other resources.
Projecting FY25 budget revenues

- Net undergraduate tuition projected to increase due to
  - 4% increase in tuition rate
  - Careful management of the internal tuition discount rate
  - Slight increase in entering class, growth in transfer students
  - But uncertain effects of FAFSA on net tuition and size of class

- Net graduate revenue projected to increase due to growth in master’s programs, external support of doctoral students
- Continue growth in research following the current trajectory
- State allocations, operating and capital not finalized till July 1; currently funds for deferred maintenance $10M less than in FY24
- Endowment income increasing, but operating gifts uncertain
Projecting FY25 budget expenditures

- Compensation projected to increase due to
  - Cost of living/structural and merit increases for all faculty and staff
  - Benefits increase of $36M, of which $24M in healthcare alone
    - (27% increase over FY24; cumulative increase of $33M over two years)
  - Fair Labor Standards Act (FLSA)
- 83 faculty hires authorized – historically assume 80% yield = ~66 new faculty
  - As of 5/5/24, 40 offers have been accepted, 9 declined, remainder in process, with uncertainty in projecting final number, compensation and start-up expenses.
- Non-salary expenditures challenged by continued, but slowing inflation
<table>
<thead>
<tr>
<th>Project</th>
<th>Project Budget</th>
<th>FY25 Expenditures</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building X</td>
<td>$184M</td>
<td>$47M</td>
<td>Deferred Maintenance</td>
</tr>
<tr>
<td>Drake Lab</td>
<td>$9.0M</td>
<td>$0.6M</td>
<td>State Funds</td>
</tr>
<tr>
<td>Spencer Lab Design Studio</td>
<td>$16.7M</td>
<td>$4.8M</td>
<td>State, Gift Funds</td>
</tr>
<tr>
<td>Composite Center HVAC</td>
<td>$2.0M</td>
<td>$1.7M</td>
<td>State Funds</td>
</tr>
<tr>
<td>Laurel Hall</td>
<td>$2.5M</td>
<td>$2.3M</td>
<td>State Funds</td>
</tr>
<tr>
<td>SABRE Center</td>
<td>$150M</td>
<td>$50.6M</td>
<td>Federal Funds</td>
</tr>
<tr>
<td>South Campus Utility</td>
<td>$6M</td>
<td>$2M</td>
<td>State Funds</td>
</tr>
<tr>
<td>Women’s Softball Field</td>
<td>$7.5M</td>
<td>$6.0M</td>
<td>State Funds</td>
</tr>
<tr>
<td>Pollution Ecology Lab</td>
<td>$20M</td>
<td>$10M</td>
<td>Gift Funds</td>
</tr>
<tr>
<td>Computer Center Cooling</td>
<td>$7.2M</td>
<td>$2.4M</td>
<td>State Funds</td>
</tr>
</tbody>
</table>
Initiatives Underway for growth in FY25 and beyond

- Enhance enrollment pathways
  - Increase transfer enrollments
  - Expand Associates pathway
  - Increase articulation agreements with additional institutions
  - Re-engage prior students with credits and no degree completion
- Launch 4+1 and professional master degrees
- Integrate the English Language Institute within UD International initiative
- Focus on summer and winter session branding and utilization
- Create multi-year faculty hiring plans that link to unit’s allocated budget
- Explore differential tuition strategies and course fees
- Promote integrated services and assess relative to need
- Explore realignment and restructuring of certain administrative units
- Enforce budget discipline

Foster initiatives to facilitate growth and redesign processes to remove hurdles
Planning strategically for budget resilience

- Academic and research excellence in an evolving landscape
- Admissions, enrollment and housing
- Optimization of education delivery and cost
- Revenue enhancing opportunities (winter/summer sessions; online; international)
- Operational excellence
- Compensation and benefits
- Multi-year budget planning (operating, capital, space management and projection)
- Communications (commitment to transparency and respect)

Proactive consultation and collaboration across all levels to create sustainable solutions for the future
UD continues to be well positioned for strong future

UD seeps record applications

UNIVERSITY OF DELAWARE RISES IN RESEARCH RANKINGS
Article by Tracey Bryant | Photo illustration by David Barczak | Photos by Evan Krape and Kathy F. Atkinson | December 04, 2023
UD leaps forward in NSF HERD Survey

UD LEAPS IN SUSTAINABILITY RANKINGS
Article by UDaily Staff | Photo by Kathy F. Atkinson | January 19, 2024
UD ranks 33 in the U.S. and 240 globally in QS World University Rankings: Sustainability

INTEREST IN UD INCREASING
Article by Adam Shutz | Photo by Kathy F. Atkinson | August 25, 2023
Applications to UD broke last year’s record and applicant test scores and GPA also rose

UD RECOGNIZED FOR FIRST-GEN STUDENT SUCCESS
Article by Jessica Downey | Photo by Evan Krape | November 07, 2023
University selected as a First Scholars Network member by the Center for First-Generation Student Success

RECORD-BREAKING DELAWARE FIRST CAMPAIGN CONCLUDES
Photo illustration by Jessica Collins | August 30, 2023
More than 113,000 donors gave more than $1 billion to support the University

EDUCATION
An online graduate program at UD just ranked among nation's top-20: Education roundup
ENVISION. EXPLORE. ENGAGE.

PRESIDENT'S REPORT 2024

udel.edu/president-report
General Faculty Meeting

President Dennis Assanis
May 6, 2024